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17 January 1970

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MEMORANDUM TO: [] DDP/TRO

SUBJECT : Critique of 14-15 January 1970 Visit
to [] 25X1
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1. Since I had never been [] 25X1 I personally was delighted with the invitation to visit our training facility with a number of other CS Branch and Division officers. I was impressed with the excellent facilities [] the fine reception given to our group and the general high morale of the instructors stationed there. I was furthermore very pleased with the serious desire on the part of OTR to discuss the training program with the operating Divisions. It was also apparent from my discussions with several of the [] instructors 25X1 that contacts with Branch Chiefs was a new experience for them, since most of their contacts with the Divisions have been at the Division staff level. I strongly recommend that this orientation program be continued to insure that all CS area Branch chiefs have an opportunity to visit [] on a continuing basis. Despite my very positive overall impressions and the personal benefit of the trip I have a few suggestions for improvements:

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a. Briefing Package - All visitors should be given prior to departure a small briefing package which outlines the content of courses given [] similar to the charts shown during the briefing. Time was too short to absorb all of the detail contained in many of the charts and slides which were shown to us during the sessions.

b. Limited Chance to Meet CT Class - I would recommend a session with the current CT Class during which the Branch Chief would be formally introduced to the CTs and he in turn would have an opportunity to meet them. I heard from some of the instructors that much of the recruiting of CTs goes on during visits of Divisional representatives and found that EUR Division has not created a strong image among the CTs. I would like to rectify this situation, particularly with respect to [] 25X1

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c. Discussion Period Following Briefing - After a full day of briefings by the OTR Staff through 1630 the formal sessions were terminated and we retired for a two hour Cocktail Session, Dinner and a Smoker. Although this time was not entirely lost, the majority of visitors expressed strong disappointment with the abrupt cessation of formal sessions. We all would have gladly gone on with our discussions until midnight rather than participate in stand-up drinking sessions. This criticism was made quite clear to most of the instructors and management and I understand will be corrected.

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d. Visitor Input - The structuring of the briefing was such that virtually all of the talking was done by the OTR staff. Time was so short that we felt restrained from asking questions and making comments. Many of us have serious questions and suggestions on the training program. It was also interesting to note that the briefing was generally very positive, indicating that the OTR staff in consultation with the CS Training Committee and others had evolved a successful program. Very little criticism of the program was heard in the formal presentations. Later, however, when we had an opportunity for talks with individual instructors, I found not only some serious complaints about the program, but also a lack of comprehension and understanding by some of the instructors of the current needs of the Branches. If the visitors had had an opportunity to speak up in formal sessions and express their views and criticisms, the sessions would have been of far greater mutual value than the rather one-sided approach which was taken.

2. Finally, let me express my appreciation for the opportunity to have made this visit and emphasize the positive aspects of the above criticisms. Only through such visits can we overcome the communications gap between the operating Branches and OTR and thereby improve our training efforts to meet a continually changing field operational atmosphere. I would welcome the opportunity to participate in further discussions with OTR and [] staff members.

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